Policy Type: **EXECUTIVE LIMITATIONS**

Policy Title: **Succession Planning and Leadership Development**

Policy Statement

The Board is committed to ensuring that the Service identifies, nurtures and maintains leadership talent across the organization to create and sustain leadership capacity. The complexity and uniqueness of leading police organizations, in both uniform and civilian roles, demands a systematic and strategic approach to ensuring that members have acquired the knowledge, skills abilities and experience to function competently at higher levels of responsibility. By building and maintaining internal potential, the Service will be in a more effective position to achieve desired organizational results and provide adequate and effective policing, resulting in a safer community and enhanced public trust. Succession planning processes shall be designed and implemented to identify and address systemic barriers to leadership development and advancement while maintaining merit-based, competency-focused appointments.

Policy Application

The Chief of Police shall:

1. Succession planning framework
Develop, implement and maintain an organizational succession planning framework that:

a. identifies leadership and other critical positions for which succession planning is required;
b. identifies anticipated vacancies and other foreseeable leadership transitions;
c. is integrated with human resource planning and assesses organizational risks associated with the loss of critical leadership positions, knowledge or expertise;
d. identifies the knowledge, skills, experience, competencies and leadership capabilities required for critical positions;
e. identifies opportunities to develop internal leadership capacity;
f. supports continuity of operations during planned and unplanned leadership transitions; and
g. is aligned with the Board's policies and strategic priorities, and the operational and organizational requirements of the Service.

2. Executive Succession Plan
Maintain a documented Executive Succession Plan addressing, at a minimum:

a. Deputy Chiefs of Police;
b. other executive or senior leadership positions considered critical to the effective operation of the Service; and
c. positions for which the loss of an incumbent could create a significant operational, organizational, financial, legal, reputational or community-safety risk.

The Executive Succession Plan shall distinguish between:
i. **planned succession**, including retirement, resignation, appointment expiry and other anticipated departures; and
ii. **emergency succession**, including sudden illness, death, leave, resignation or other circumstances resulting in the immediate or unexpected unavailability of a senior leader.

The Executive Succession Plan shall be updated at least annually and revised as necessary to reflect:

- changes in the organizational structure;
- changes in strategic priorities;
- changes in the external policing environment;
- changes in legislation or regulatory requirements;
- significant changes in workforce demographics or leadership capacity;
- anticipated retirements, departures or appointments;
- lessons learned from significant events or leadership transitions; and
- the expected and actual performance of senior leaders.

3. Emergency leadership continuity
Ensure that appropriate arrangements are in place to maintain effective leadership of the Service in the event that the Chief of Police is temporarily unavailable or unable to perform the duties of Chief of Police.

At least two members of the senior executive leadership team shall be sufficiently familiar with:
a. the respective roles and responsibilities of the Board, Chair, Chief of Police and senior leadership;
b. significant strategic, financial, operational and organizational matters affecting the Service;
c. the Board's expectations and reporting requirements; and
d. the processes necessary to support continuity of executive leadership.
This requirement is intended to ensure organizational continuity and does not limit the Board's statutory authority to appoint an Acting Chief of Police or otherwise exercise its responsibilities under applicable legislation and Board policy.

4. Leadership development
Establish and maintain leadership development processes that provide appropriate opportunities for members identified as having the potential to assume greater leadership responsibilities. Such processes shall include, where appropriate:

a. leadership development and formal education;
b. mentoring and coaching;

c. developmental assignments and acting opportunities;
d. exposure to strategic planning, financial management, governance and community engagement;
e. opportunities to develop knowledge and experience across operational and administrative functions;
f. preparation for increasingly complex leadership responsibilities; and

5. Leadership capacity
Ensure that the principles of succession planning are incorporated into leadership and supervisory development throughout the Service. Supervisors and managers shall be expected to:

a. identify and develop leadership capacity within their areas of responsibility;
b. support knowledge transfer and professional development;
c. provide appropriate coaching and mentoring;
d. identify critical skills or knowledge that may be vulnerable to loss; and
e. contribute to organizational readiness for planned and unplanned vacancies.

6. Diversity, equity and inclusion
Ensure that succession planning and leadership development practices support the Board's commitments to diversity, equity and inclusion and are designed to provide equitable access to leadership development opportunities. The Chief shall further ensure that succession planning practices do not create unnecessary or systemic barriers to advancement and shall use appropriate organizational data and information to identify and address any barriers that may exist.

7. Confidentiality
Ensure that succession planning processes are conducted in a manner that protects the confidentiality of personal information and avoids creating an expectation of appointment or promotion for any individual.

8. Support Board responsibilities
Provide information reasonably required by the Board to fulfill its statutory and governance responsibilities concerning the selection and appointment of the Chief of Police and Deputy Chiefs of Police, which remain the exclusive jurisdiction of the Board.

Reporting

The Chief of Police shall provide the Board an annual report, including the Executive Succession Plan, to enable effective oversight of this policy. Information that is necessary to be reported to the Board confidentially shall be provided to the Board in-camera in accordance with the *Community Safety and Policing Act*.